

STRATEGY EXECUTION

January 7, 2020

Town of Loxahatchee Groves

Purpose of strategic planning

Improve stakeholder outcomes

- Gain consensus around **long-term goals**
- Engage stakeholders and the Town in a **shared vision**
- Prioritize competing needs for scarce resources
- Understand and **address stakeholder needs**
- Establish expectations between the Board and staff
- Promote **buy-in** into changes needed to improve
- Provide a way to say “no”
- Tell your story, demonstrating transparency and accountability
- **Build trust** between the organization and stakeholders



Our progress to date

- Gathered resident input at Vision Workshop on September 28th
- Gained consensus around **long-term goals**
- Identified short- and long-term actions to support goals
- Sought feedback from the Roadways, Equestrian, Trails & Greenway Advisory Committee

Next steps

- Identify top 3 to 5 “must-dos” for the Town
- Direct staff to develop timeline and action plans
- Review and adopt timeline and action plans
- Implement and monitor actions
- Report on outcomes



Best practices for strategy execution

Setting yourself up for success

- ✓ Include stakeholders in the strategy development process
- ✓ Set clear goals
- Identify actions with specific timelines and defined outcomes
- Develop a cadence of reports and check-ins and have the discipline to keep to it
- Change course when necessary



When building actions...



Build out actions that need to happen in the next year to start seeing results



Make sure they are discrete and measurable with clear completion criteria to show progress of the strategic plan



Anticipate roadblocks in order to ensure they get addressed



Have conversations about resource planning and time allocation



Create a reporting framework



Thinking of Reports

When do you need reports and what types?

- Annual performance reports
- Quarterly Council update reports
- Regular staff leadership meetings

What kind of information is needed in the reports?

- Progress to-date on tasks
- Status of timeline, milestones, and projected completion
- Task lists within milestones allows project management without reporting on the granular activities



Summary of Visioning Session Goals & Comments re Priorities February 2020

Themes

- Common ground
- “Act as one” Mindset
- “Neighborhood/ Community”
- Time to resolve long-standing issues
- Plan like a town, not a special enclave. Just like a house, the ink on your closing docs isn’t dry and your home-owner maintenance schedule has started. Same thing with a Town and roads, and drainage, and hedging and OGEM repair.

Recap of Goals, Activities & Other Comments

Roads, Canals, & Drainage		
<i>Visioning Goal</i>	<i>Activity to Date</i>	<i>Comments</i>
<ul style="list-style-type: none"> • Develop a plan for improving & maintaining roads, canals & drainage—including a grid to define priority roads 	<ul style="list-style-type: none"> – Preliminary grid and levels of service proposed by RETGAC/Joint Committee – Reviewing segment characteristics (paved/unpaved, traffic calming) – Creating signage plan and cross-sections (North B) – Considering speed limit changes and other traffic calming – Legislative appropriations – TPA grants 	<p>Roads, Trails & Equestrian Uses</p> <ul style="list-style-type: none"> – Protect/ stop cut-through traffic – Put recommended signs for speed dirt roads (know how to drive on them) – Please change the 30 mph speed on Okeechobee to 40 mph – Road representation program – Close- forever the Sunshine Gardens connector lane to the acreage (if the town has the legal right to do so) – Collecting canal should be one-way either side – Next capital project from Council is D Road base/top dress. D also needs to be restored to 2014 survey map dimensions since nothing after that was properly recorded or documented with the county. – Finish B Road, Finish North E. Then D Road. If we have enough rock and soft-cost money to do all that by Sept 30, 2020, we’ve done well. – Smaller dead-end residential roads like San Diego, Los Angeles, Raymond should have surface like F Road by Town Hall and be maintained like Compton or Marcella. Grading smaller dirt roads is more of a resource waster than a gain. Surface them and be done. – Road Improvements (paving). Budget to Pave OGEM roads and roads owners

Summary of Visioning Session Goals & Comments re Priorities February 2020

		<p>agree to pay 50%. Bond for OGEM and letter roads. Budget \$50k each year to match smaller 50/50 road improvements like San Diego Drive.</p> <ul style="list-style-type: none">- Trail bridges. Install 3 Equestrian/Multi use trail bridges to connect perimeter trails and north/south trails.- 1. Over Collecting Canal at E Rd similar to what is going to be installed at C Rd by the developer to connect North/south E Rd trail.- 2. Over A Rd canal just South of Collecting Canal to connect to perimeter trail.- 3. Over G2 Canal at East end of South North Rd to connect to perimeter trail.- Connect multi-purpose trails- Make Horse Trails on West side of Canals- Get walking/ riding trails in place- Equestrian Facilities/ trails/ paved roads- Convert Loxahatchee Groves park to Equestrian uses (public)
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Summary of Visioning Session Goals & Comments re Priorities February 2020

Roads, Canals, & Drainage		
<i>Visioning Goal</i>	<i>Activity to Date</i>	<i>Comments</i>
<ul style="list-style-type: none"> Develop a plan for improving & maintaining roads, canals & drainage 	<ul style="list-style-type: none"> Various maintenance RETGAC/Joint Committee 	<p>Canals & Drainage</p> <ul style="list-style-type: none"> Canals & Drainage Canal conditions and Drainage are intimately connected and should be considered to be joint projects. Without proper drainage, maintenance of roads is futile. Some ideas about the future of some major projects: Install proper drainage infrastructure (catch basins) on the east side of lettered roads, including a continuous underground pipe running parallel to the lettered road connected to the canal via a perpendicular culvert at the north end of each lettered road. This could be done strategically section by section so as to reduce traffic issues for residents. While this would be a huge project and very expensive, it seems it would be a long term investment for the future maintenance and success of the Town. Dredge canals and use the dredged sediment (if the sediment is up to standard) to build up canal banks. Sod the banks. The above would require preliminary studies conducted by civil engineers and perhaps other experts to determine the most cost effective and efficient strategies to tackle the drainage issues. Canal culvert replacement and head wall repairs. We should have a list of all culverts in the Town showing type, size, year installed and remaining life. 20 year program. Culvert Replacements at Collecting Canal and "C", "D", and "D" Roads Roadside drainage. Budget funds to continue installing swales with catch basins. Replace existing property drain culverts under roads with combination catch basins. 10 year program

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		<ul style="list-style-type: none"> — Canal cleaning and bank restoration 20 year program — Put the canals back to correct depth/width and placement — DRAINAGE comes first!!!! Culvert box program needs realistic costing for fence, shrub and tree removal/relocation. There also needs to be realistic options besides and providing an entire front easement for something that needs maybe 20-feet. — see major culvert repair take a forward slot AND LOOK TO OTHER VENDORS. I feel so many maintenance or repair projects aren't even entertained b/c they have scary, Tesla-level price tags. Shame on us for shopping where we can't afford. Culvert box program needs realistic costing for fence, shrub and tree removal/relocation — Gate Repairs at A and D Control Structures, Drainage Culvert Installations, Drainage Easements, Acquire Cross-Sections of Existing Canals, Develop Existing Conditions Hydraulic and Hydrological Conditions Model/ Study
<ul style="list-style-type: none"> • Establish long-range financial forecast/determine available funding 	<ul style="list-style-type: none"> — Continuing discussions (dependent on Capital Plan and Comp Plan changes— work in progress 	<ul style="list-style-type: none"> — Fund Priorities 1st — Take advantage or possible recession — Reconsider financing options (Larger single issue/ FLC) — Delve into financing resources from FL League of Cities
<ul style="list-style-type: none"> • Develop and deploy a maintenance program based on funding 	<ul style="list-style-type: none"> — In progress — RETGAC/Joint Committee 	<ul style="list-style-type: none"> — Maintain/upgrade quality of road as agreed upon going forward, with consideration to appropriate materials and equestrian trail access.

Summary of Visioning Session Goals & Comments re Priorities February 2020

Communications & Branding		
<i>Visioning Goal</i>	<i>Activity to Date</i>	<i>Comments</i>
<ul style="list-style-type: none"> Develop key messages that support the Town brand 	<ul style="list-style-type: none"> New Website 	<ul style="list-style-type: none"> Communications (website, Newsletter, Social Media, Constant Contact) New arrival packet Town scavenger hunt Ag/ Res (have Loxahatchee days on town Anniversary) Stick to neighborhood plan Mission statement + advertise + ad here Brand Ag + Equestrian/Rural living Ag Tourism/ work with state of Rpa. Nature + learning + event Loxahatchee Groves where rural happens First image is important/ Trash pieces along road/over-grow vegetation/ workers on roadways Protect/ Love it and leave it alone Loxahatchee Groves/ Palm Beach Country's last frontier Living the country and loving it Make neighborhood plan pdf available to all Promote Argo Equestrian community/ Trails connecting Citizen recognition program Don't understand the need for brand Ag Parade on July 4th Get rid of town Facebook case-separate our town Get a new Facebook page that celebrates our town/ Animal events Animals/ Birds + Equestrian one of the last communities Lots Agritourism- promote more B12 Town horse rides+ picnics/ clinics/parades Diversified/AG/ nurseries/ Equestrian Make nurseries + crops grown here than anywhere
<ul style="list-style-type: none"> Create and execute a strategic communications plan 	<ul style="list-style-type: none"> Newsletter, mailings 	
<ul style="list-style-type: none"> Provide official communications vehicles for resident use 	<ul style="list-style-type: none"> Facebook page coming soon 	

Summary of Visioning Session Goals & Comments re Priorities February 2020

Relevant Commercial Development		
<i>Visioning Goal</i>	<i>Activity to Date</i>	<i>Comments</i>
<ul style="list-style-type: none"> Update and modernize Town land development regulations 	<ul style="list-style-type: none"> Completing updates of sign code 	<ul style="list-style-type: none"> Zoning Compliance Better code enforcement of existing laws/Proactive CODE Enforcement Eliminate Illegal Businesses Stop clear cutting Equestrian trailer parking Take control of development/ \$ impact Annexation (Hospital to Crestwood) 38 properties West (comm'l + 5 acres only) Reconsider comm'l uses and where (want v. where) Keep Ag strong/ Protect Ag Res Protect tree canopy Create land pressures Push for the "New Commercial" to be a planned protect in the manner of an old time main street-connected to Bike/ Walk/ Horse Trails "Greenways" X-Large Create overlays Brand/ Req. rural design stds/ Req. impact fee for Wq./Rec Trl. Protect/ FAR Arch. Design +sign = rural fee Ag/Res- Keep 5 acres buildable-no sub division Sidewalks, cafés, coffee steps barber stops-salon, ice cream parlor track stop (i.e. 1950) Local oriented shops (Mom and Pop Ag) No dividing Parcels City Water/ No power= no water
<ul style="list-style-type: none"> Create a long-range plan for economic development 	<ul style="list-style-type: none"> Upcoming public workshops in March pursuant to DEO grant re Okeechobee (classification of non-residential enterprise and existing uses) and Southern (desired uses and FAR) 	
<ul style="list-style-type: none"> Develop a plan for annexations 	<ul style="list-style-type: none"> Palms West properties and unincorporated areas west of Town 	

Summary of Visioning Session Goals & Comments re Priorities February 2020

Other Facilities		
<i>Visioning Goal</i>	<i>Activity to Date</i>	<i>Comments</i>
<ul style="list-style-type: none"> Consider Other Facilities Needs 	<ul style="list-style-type: none"> In progress RETGAC/Joint Committee 	<ul style="list-style-type: none"> Town Hall addition. We will need more square footage in the future for staff and hopefully a library room. Public works pole barn replacement. Purchase or receive for mitigation / donation land on Okeechobee and Construct a new public works facility and community center/town hall. Sell public works land and town hall to help offset costs.